

Human Resource Planning

- ◆ The process of systematically reviewing HR requirements to ensure that the required number of employees, with the required skills, are available when they are needed

Forecasting HR Requirements

- ◆ Estimate the numbers and kinds of employees the organization will need at future dates
- ◆ Demand for firm's goods or services must be forecasted
- ◆ Forecast is then converted into people requirements

Forecasting HR Availability

- ◆ Determining whether the firm will be able to secure employees with the necessary skills, and from what sources these individuals may be obtained
- ◆ Show whether the needed employees may be obtained from within the company, from outside the organisation, or from a combination of both

Succession Planning

- ◆ Process of ensuring that qualified persons are available to assume key managerial positions once positions are vacant.
- ◆ Replacement charts

Job Analysis – What is it and how is it used?

The procedure for determining the duties and skill requirements of a job and the kind of person who should be hired for it.

Check this “A+” site out and list some of the purposes for which job analysis is used.



Jobs: Analyze, Describe and Provide Specifications

- ◆ Determining duties and skills
- ◆ Listing job duties, responsibilities, reporting, conditions, supervision
- ◆ “Human requirements”

What Information do I Collect?

- ◆ Work activities
- ◆ Human behaviors
- ◆ Machines, tools, equipment and work aids
- ◆ Performance standards
- ◆ Job context
- ◆ Human requirements

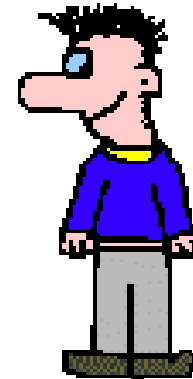
Work activities

- ◆ Cleaning
- ◆ Selling
- ◆ Teaching
- ◆ Painting
- ◆ How, why and when the activities are performed



Human behaviors

- ◆ Sensing
- ◆ Communicating
- ◆ Deciding
- ◆ Writing
- ◆ Job demands
 - Lifting
 - Walking
 - Jumping jacks?



Machines, Tools, Equipment, Work Aids

- ◆ Products made
- ◆ Materials processed
- ◆ Knowledge
- ◆ Services



Job Context

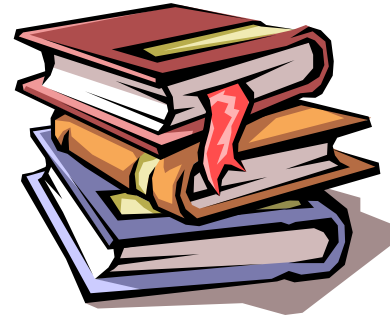
- ◆ Working conditions
- ◆ Schedule
- ◆ Organizational context
- ◆ Social context



Human Requirements

- ◆ Job-related knowledge and skills

- Education
- Training
- Work experience



- ◆ Personal attributes

- Aptitudes
- Physical characteristics
- Personality
- Interests



Uses of Job Analysis Information

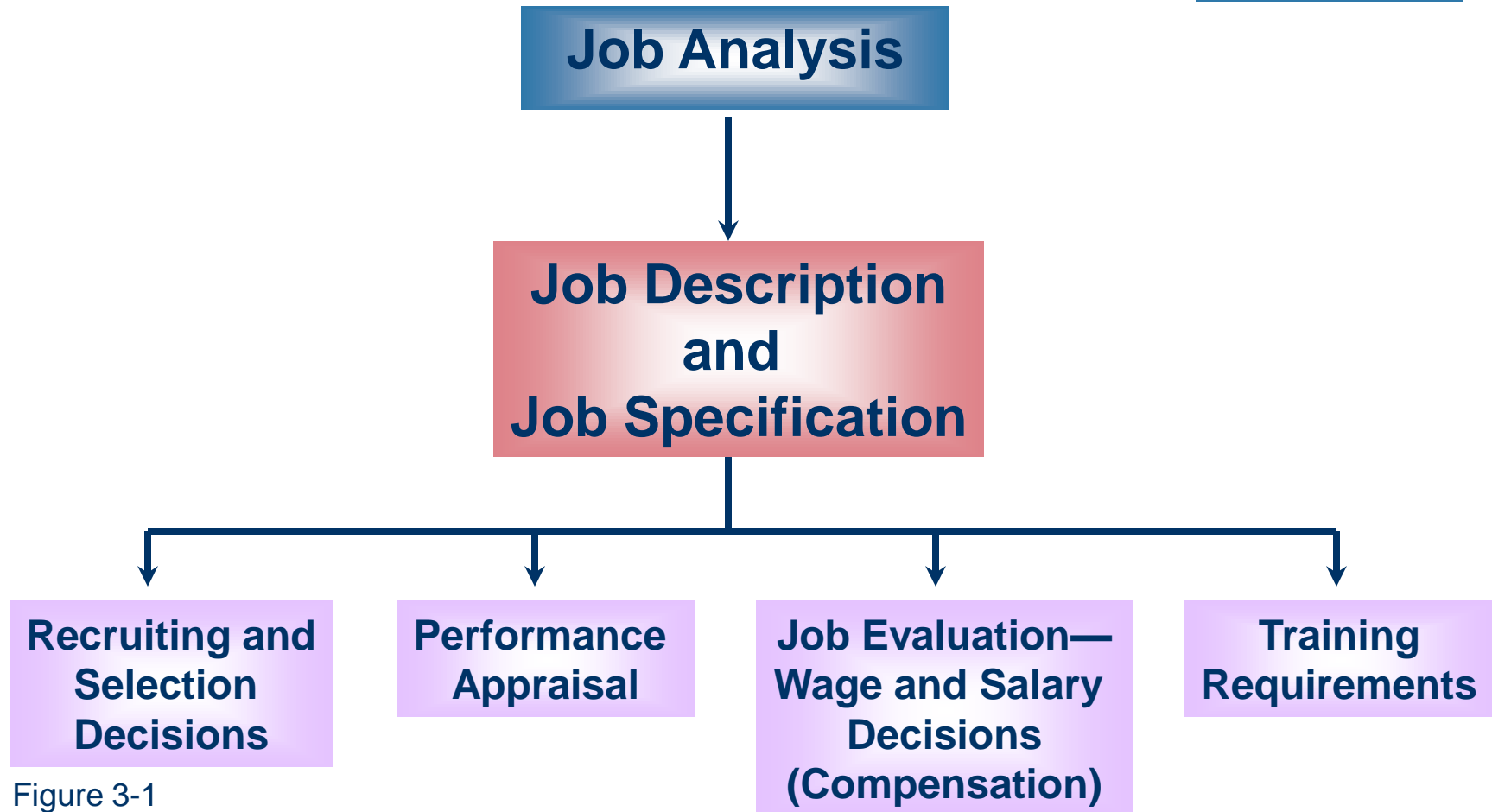
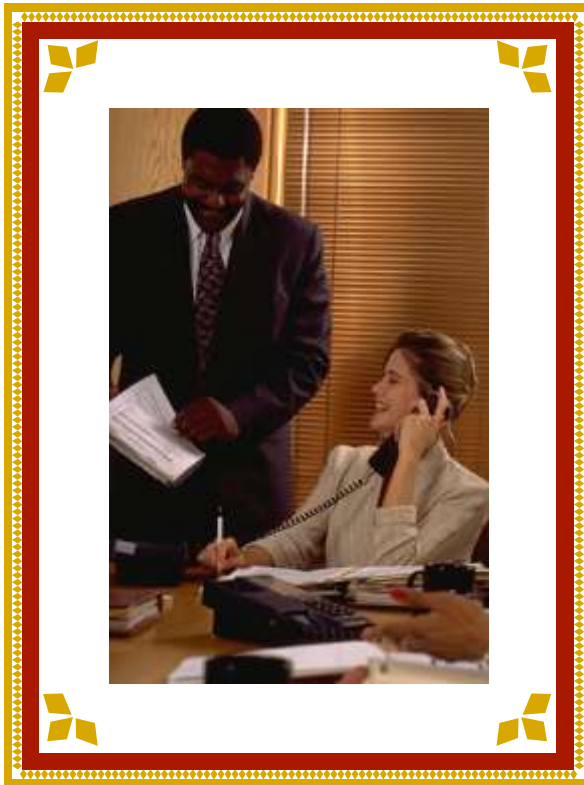


Figure 3-1

Uses of Job Analysis Information

- ◆ Recruitment and selection
- ◆ Compensation
- ◆ Performance Appraisal
- ◆ Training
- ◆ Discovering unassigned duties

Performance Appraisal



- ◆ How to do it
- ◆ Standards
- ◆ Self-appraisal
- ◆ The discussion
- ◆ Setting goals
- ◆ How to get a raise

Training

The job description should show the activities and skills—and therefore the training—that the job requires.



Discovering Unassigned Duties

Job analysis can also help reveal unassigned duties.



Steps in Job Analysis

1. Decide how to use the information
2. Review relevant background information
3. Select representative positions
4. Conduct the analysis
5. Verify with the worker and supervisor
6. Develop a job description and job specification

Part 2: Methods of Collecting Job Analysis Information

- ◆ The interview
- ◆ Questionnaire
- ◆ Observation
- ◆ Participant diary/logs
- ◆ Multiple sources of information

Collecting Job Analysis Information

- ◆ Joint effort between HR, the worker and the supervisor
- ◆ “SME’s” (Subject Matter Experts)



Employees may be Concerned Because of –

- ◆ Resistance to change
- ◆ Possible changes to job duties
- ◆ Changes to pay
- ◆ Lack of trust of consequences
- ◆ The same job title may have different responsibilities and pay rates in different departments

Widely Used: The Interview

- ◆ Individual interviews with each employee
- ◆ Group interviews with groups of employees who have the same job
- ◆ Supervisor interviews with one or more supervisors who know the job.



Sample Interview Questions

- ♦ What is the job being performed?
- ♦ What are the major duties of your position? What exactly do you do?
- ♦ What physical locations do you work in?
- ♦ What are the education, experience, skill, and [where applicable] certification and licensing requirements?
- ♦ In what activities do you participate?
- ♦ What are the job's responsibilities and duties?

Sample Interview Questions (continued)

- What are the basic accountabilities or performance standards that typify your work?
- What are your responsibilities? What are the environmental and working conditions involved?
- What are the job's physical demands? The emotional and mental demands?
- What are the health and safety conditions?
- Are you exposed to any hazards or unusual working conditions?

Sample Position Analysis Questionnaire

INFORMATION INPUT

1 INFORMATION INPUT

1.1 Sources of Job Information

Rate each of the following items in terms of the extent to which it is used by the worker as a source of information in performing his job.

	<i>Extent of Use (U)</i>
NA	Does not apply
1	Nominal/very infrequent
2	Occasional
3	Moderate
4	Considerable
5	Very substantial

1.1.1 Visual Sources of Job Information

1	4	Written materials (books, reports, office notes, articles, job instructions, signs, etc.)
2	2	Quantitative materials (materials which deal with quantities or amounts, such as graphs, accounts, specifications, tables of numbers, etc.)
3	1	Pictorial materials (pictures or picturelike materials used as <i>sources</i> of information, for example, drawings, blueprints, diagrams, maps, tracings, photographic films, x-ray films, TV pictures, etc.)
4	1	Patterns/related devices (templates, stencils, patterns, etc., used as <i>sources</i> of information when <i>observed</i> during use; do <i>not</i> include here materials described in item 3 above)
5	2	Visual displays (dials, gauges, signal lights, radarscopes, speedometers, clocks, etc.)

Figure 3 - 4

Position Analysis Questionnaire Items

- ◆ ***Information Input***
- ◆ ***Mental Processes***
- ◆ ***Work Output***
- ◆ ***Relationships with Other Persons***
- ◆ ***Job Context***
- ◆ ***Other Job Characteristics***

Part 3: Writing Job Descriptions

1. Job Identification
2. Job Summary
3. Relationships
4. Responsibilities and Duties
5. Standards of Performance
6. Working Conditions and Physical Environment

Responsibilities and Duties

- ◆ Examples
 - Establishes marketing goals to ensure share of market
 - Maintaining balanced and controlled inventories
- ◆ Defines the limits of job holder's authority
 - Purchasing authority
 - Discipline
 - Interviewing and hiring

Part 4: Writing Job Specifications

- ◆ What human traits and experience are required to do the job well?
 - Specifications for trained versus untrained personnel
 - Specifications based on judgment
 - Specifications based on statistics